

LOUISVILLE METROPOLITAN DEPARTMENT OF CORRECTIONS

Strategic and Operations Plan 2008 - 2012

Purpose: The Louisville Metropolitan Department of Corrections (LMDC) enhances public safety by controlling and managing offenders in a safe, humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.

LMDC is committed to excellence, emphasizing accountability, diversity, integrity and professionalism. We shall assess offenders' needs and provide services that assist the offenders' transition and reintegration back into the community.

Vision: The Louisville Metropolitan Department of Corrections is an innovative leader within the corrections profession, and is an integral component of the criminal justice system. The Louisville-Metro community is a safer place to live and work because LMDC provides services and programs that allow for appropriate management and supervision of offenders.

We recognize Corrections as our chosen career. The employees of LMDC are the cornerstones of this agency. They share a common purpose and a commitment to the highest professional standards and excellence in public service. LMDC is committed to our employees and continually strives to promote professional staff development.

Core Values:

To serve justice with Duty, Integrity and Professionalism.

Provide leadership in public safety and ensure model practices in the control and management of offenders.

Promote the corrections profession and development of staff.

Create a highly effective workforce whose practices demonstrate the highest professional standards.

Recognize the interest of victims, volunteers and criminal justice providers and acknowledge their input in the Department's management of offenders.

Critical Success Factors:

- *Safety for staff and inmates
- *Safe and secure facility
- *Unified, professional staff
- *Staff Development and training
- *Continuum of Service
- *Community and Judicial support

LMDC Strategic Goals
1) Ensure and Improve Facility Safety

The Louisville Metro Department of Corrections will create and constantly enforce practices to ensure a safe and healthy environment in all areas of operation by meeting or exceeding required standards.

Objective#1: LMDC will ensure compliance with Kentucky Administrative Regulations and Jail Standards. Facility inspections will be conducted on a minimum basis of twice a year.

Objective #2: LMDC will progress to achieve ACA accreditation by developing and implementing policies, procedures and post orders in compliance with Fourth Edition Standards.

Objective #3: LMDC will develop and implement a comprehensive emergency plan manual and training schedule to educate staff.

2) Promote the Corrections Profession and Staff Development

The Louisville Metro Department of Corrections will promote the Correctional profession and implement a staff development program that includes educational and training opportunities.

Objective #1: LMDC will ensure continuation of ACA accreditation of the LMDC Training Academy.

Objective #2: LMDC shall promote a mentoring culture by providing formal training programs to supervisors and employee trainers that fosters and develops leadership characteristics as well as expectations.

Objective #3: LMDC shall recruit and employ a diverse workforce, as well as uphold and promote the principles and benefits of diversity.

3) Advance the Quality of Life through Institutional Programming

The Louisville Metro Department of Corrections is committed to effective jail-based programming that improves the quality of life within the institution, as well as maximizes the opportunities for successful reintegration into our community upon release.

Objective #1: LMDC shall expand the level of service provided within the Pathways Re-Entry Program.

Objective #2: LMDC shall develop and implement an internal substance abuse treatment program to address the needs of all offenders.

Objective #3: LMDC shall work to expand collaborative partnerships with community agencies and volunteers.

4) Proactively Address the Growing Inmate Population

The Louisville Metro Department of Corrections is committed to proactively addressing the dilemma of an expanding inmate population, while recognizing the direct financial impact upon the community.

Objective #1: LMDC shall engage the Judiciary and community representatives in a collaborative effort to address jail overcrowding.

Objective #2: LMDC shall establish the position of Jail Population Manager to monitor and effectively manage the population, including placement in alternative sentencing programs.

Objective #3: LMDC shall investigate and advocate the construction of a new detention center of modern design and purpose.

5) Cost Systems integration/automation with law enforcement and the courts to reduce errors, expedite processing, and increase staffing efficiencies.

Objective #1: LMDC shall engage the local and state criminal justice community in an assessment and evaluation of systems interface needs with respect to business rules, technology and costs.

Objective #2: LMDC shall review applications of criminal justice systems integration practices throughout the United States.

Objective #3: LMDC, in partnership with its criminal justice partners, shall develop a systems integration plan, cost benefit analysis, and phased implementation strategy.

6) Assimilation of the key Metro Corrections Vision 20/20 stakeholder recommendations.

Objective #1: LMDC shall work to expand utilization and funding for therapeutic court programs, and the Pretrial Conditional Release program.

Objective #2: LMDC shall continue discussions with KDOC regarding the 45-day limit for removal of state inmates, and the requirement to hold probation/parole violators.

Objective #3: LMDC will work to streamline and improve processes through technology through an external management audit

LMDC Operational Goals

<u>Program/Process Improvement or Target</u>	<u>Deliverable</u>	<u>Measure</u>	<u>Leader</u>
#1 Compliance with KAR and Jail Standards	Facility Certification	Bi-Annual Inspection/Audit	D.D. Dwayne Clark
#2 Compliance with 4 th Edition ACA standards	Policies compliant with accepted Standards	Policy and Procedure	Kathy Bingham
#3 Train staff in a compre- hensive Emergency Plan Manual	Qualified and Responsive staff	Training Records	Cpt. Wm. Ashby/Kathy Bingham
#4 ACA Certification of Training Academy	Qualified and Responsive staff	ACA Audit	Captain Wm. Ashby
#5 Leadership training for all Supervisory staff	Certification of supervisory personnel	Training Records	Captain Wm. Ashby
#6 Recruitment, hiring and Retention of a diverse work- Force	More diverse and responsive staff	Increase employment by 10%	Tammy Anderson
#7 Expand facility re-entry Programming	Reduction in Recidivism	Increase Participation by 10%	Linda Zundel/ Ken Wright
#8 Expand collaborative partnerships with community partners	Increased net- working resources	Participation in task force/ committees	Linda Zundel/ Ken Wright
#9 Engage judiciary and community members to reduce overcrowding	Reduction in jail population	Daily Count	Director Mark Bolton
#10 Establish position of Jail Population Manager	Reduction in jail population	Daily Count	Director Mark Bolton
#11 Pursue planning and Construction of a new Detention facility	More efficient and effective utilization of resources	New Facility	Director Mark Bolton

Programs, Practices and Services

Policy and Accreditation Unit – This unit supports the Department by researching and developing policy that is in compliance with Kentucky Administrative Standards and ACA Fourth Edition Standards. Progress will be monitored through periodic inspections and audits.

LMDC Training Academy – The LMDC Training Academy ensures the safety of personnel by training in the proper use of equipment, policy compliance and emergency planning. The LMDC Training Academy is one of only two programs in the nation to have received ACA accreditation.

Fire/Safety Division – This unit ensures the safety of personnel and jail population by compliance with Administrative Standards, Fire Safety Codes, OSHA regulations and Health and Safety codes.

Personnel and Administration – This unit supports the Department by completing appropriate paperwork and maintaining records. This unit manages the budget, purchasing activities, state and federal grants and human resources.

Security Division – This unit ensures the safety of the employees and inmates by strict adherence to policy and sound correctional practice. The unit is a professional, highly trained unit, able to respond to diverse situations.

Programs and Support Division – This unit provides professional resources to the inmate population, as well as assists in the daily, operational needs of the Department. The Program Division provides support to the inmate population that assists the offender's transition and reintegration into society.

Information Technology Unit – Corrections has invested heavily in technology as a tool to promote safe and efficient operations. Every facet of inmate management is controlled and tracked by a complex system of software. This unit is responsible for supporting the software and workstations, as well as providing the training to effectively utilize the system. In addition, the unit is tasked with providing accurate and timely information to assist the administration in effective and efficient decisions.

Prioritized Projects

Project List	Strategic or Operational Goal	Target Date	Leader
Project #1- More extensive Initial medical screening	Strategic Goal #1	2009	D. D. Clark
Project #2- Implement electronic medical records	Strategic Goal #1	2011	D. D. Clark
Project #3- Replace radio Equipment	Strategic Goal #1	2009	Kenneth Bennett
Project #4- Implementation of "Clean Team" task force	Strategic Goal #1	2009	D. D. Clark
Project #5- Development of a department wide preventative maintenance plan	Strategic Goal #1	2009	D. D. Clark
Project #6- Development of an electronic work order system	Strategic Goal #1	2009	D. D. Clark
Project #7- ACA accreditation for training academy	Strategic Goal #2 Operational Goal #4	2009	Capt. Ashby
Project #8- Revise applicant testing process	Strategic Goal #2	2009	Director Bolton/ Tammy Anderson
Project #9- Increase number of female and minority applicants	Strategic Goal #2	2009	Director Bolton/ Tammy Anderson
Project #10- Expansion of offender re-entry curriculum	Strategic Goal #3 Operational Goal # 7	2009	D. D. Clark
Project #11- expansion of alternative incarceration programs	Strategic Goal #4 Operational Goal #9	2010	D. D. Clark

Project #12- Expansion of Business Intelligence project	Strategic Goal #5	ongoing	Director Bolton/ D.D.Clark
Project #13- Electronic Court Order system	Strategic Goal #5	2010	Director Bolton/ Betsy Helm
Project #14- Implementation of Safe Bond program	Strategic Goal #5	2009	Director Bolton/ Maurice Stepteau
Project #15- Migration of State DOC KOMS system into the jail state inmate billing protocols	Strategic Goal #5	2009	Judy Zoll
Project #16- Implementation of the one-stop citation docket system	Strategic Goal #5	2011	Director Bolton
Project #17- Audit of current system business process	Strategic Goal #6	2010	Director Bolton
Project #18- Decreasing length of stay for state inmates	Strategic Goal #6	2009	Director Bolton/ D. D. Clark